



Romanian Ministry of National Defence



ROMANIA - leading nation for the "Women's Leader in Security and Defence" project



*The conference was held in Bucharest,
between 13th and 14th June 2017*

**"The Gender Mainstreaming
in Security and Defense Leadership –
a comprehensive approach"**

Romanian Ministry of National Defence

International Defence Cooperation Directorate

Information and Public Relations Directorate

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***“This conference is an opportunity
for sharing good practices, positive experiences
and challenges in terms of women’s
involvement in security and defence sector”***

*Opening remarks of the conference by **MIRCEA DUȘA**,
secretary of state within the Romanian MoND*

Ladies and gentlemen,

Distinguished guests,

I’m glad to see how many of you have accepted the invitation of the Ministry of National Defence to this conference, and I extend to all of you a warm welcome! The event takes place under the aegis of the regional initiative of South-East Europe Defence Ministers Process, through its project on “Women Leaders in Security and Defence”. Moreover, its theme of “Women, Peace and Security” represents a priority for many international organizations that activate in the field

of security and defence, and is part of the main topics that UN member states have a focus on.

At Ministry of National Defence level, we have addressed this topic since 2014, when a detailed Plan has been developed for the Implementation of UN Security Council Resolution 1325 on “Women, Peace and Security” and all related resolutions. The plan has a 10 years span, and represents the basic tool that sets out actions and associated indicators for implementation of the subject UN resolutions within the Ministry of Defence. It also stands as a proof of Romania’s firm commitment to contribute to consistent and continuous implementation of gender in all UN operations and missions.

What are we actually looking forward to achieving? Of course we want to implement the gender perspective by increasing the number of women participating in military operations outside the national territory, increasing the number of women involved in the decision-making process, while enhancing as well the inter-ministerial cooperation with non-governmental organizations and civil society on this important endeavour.

Meanwhile, in accordance with our national legislation, the principle of professional competency, as the sole criterion for military career advancement, continues to be applied, without any differentiation by gender in access to all military branches or specialties.

Essentially, “gender perspective” is rather a criterion supporting the achievement of efficiency in missions and operations than an objective in itself. Consequently, it is taken into account at all stages of mission planning, execution and evaluation.

The Ministry of National Defence offers as such, to all its female staff, the opportunity to compete for and to man positions at all hierarchical levels, as commissioned and non-commissioned officers, professional soldiers or civilians, according to their level of training. Starting 2016, approximately 6% of our military staff is female, ranging from soldier to general in their rank.

This is the context that Romania, as current leading nation for the “Women’s Leader in Security and Defence” project and through its Ministry of National Defence effort, has offered this event as an opportunity for sharing good practices, positive experiences and challenges in terms of women’s involvement in security and defence sector of all members of the South East Europe Defence Ministers Process.

Over time, many divergent approaches to gender issues have been seen. That is why a coordinated effort is required for better coordination and cooperation, so that the military organization could evolve as an environment which offers equal opportunities for career development to both men and women alike.

Our intent for this conference is to offer an opportunity for comprehension of various ways for women recruitment and career development, of specific aspects related to women leadership and its impact on military organization, as well as of the essential role of gender advisors to political-military leaders.

I hope each participant will take full benefit of the two days of debate, and that you all will succeed by identifying optimum solutions for the consistent and continuous implementation of gender in operations and missions.

I wish you all success and a nice stay in Bucharest!



“Romania has achieved important progress in promoting women in governmental structures and administration”

*Remarks offered by **MARIA CIOBANU**,
director within the Romanian Ministry of Foreign Affairs*

Mr. State Secretary,

Distinguished guests,

Ladies and Gentlemen,

We commend the initiative of the Ministry of National Defence of Romania to host this conference organized jointly with the Turkish Chairmanship of the South-Eastern Europe Defence Ministerial Coordination Committee. The theme of the conference “The Gender Mainstreaming in Security and Defense Leadership – a comprehensive approach” is of highest importance and confirms the role that women can play in assuring the peace and the security at international level.

The topic of Women, Peace and Security, launched in the international debate by the resolution 1325/2000 of the Security Council, is a priority for the United Nations as well as for NATO and the European Union. As an active member of these international organizations Romania pays a special attention to the implementation of this resolution.

Women experience conflict differently to men, with its various and multiple implications, as refugees, internally displaced persons, combatants, victims of sexual violence, and political and peace activists. Their mobility and ability to protect themselves are often limited during and after conflict, while their ability to take part in peace processes is frequently restricted. But what is being done to change this? How can we better understand women's roles and experiences, and what is being done to help protect and involve women in conflict zones?

The women, peace, and security agenda (WPS) is one such mission, consisting of eight United Nations Security Council resolutions that inject a gender perspective into various peace and security fora. This perspective calls for women's participation in preventing armed conflict and in peace-building, as well as for the protection of women and girls in conflict.

The Security Council adopted its first resolution on women and peace and security nr. 1325 on 31 October 2000. This is the first Security Council resolution to specifically address women's roles as agents in peace and security.

The resolution reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security.

Resolution 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all United Nations peace and security efforts. It also calls on all parties to conflict to take special measures to protect women and girls from gender-based violence,

particularly rape and other forms of sexual abuse, in situations of armed conflict. The resolution provides a number of important operational mandates, with implications for Member States and the entities of the United Nations system.

The four main areas of the resolution 1325 refer to:

- increasing participation of women at all levels of peace processes and security policies;
- preventing the impact of armed conflict on women and recognition that women are integral part of the measures taken to prevent conflict;
- protecting women and women's rights during armed conflicts and post-conflict;
- addressing women and girls specific rights and priorities during the post-conflict recovery phase.

The last resolution 2242 on this topic was adopted by the Security Council in October 2016 as result of the active role of Spain in updating the concept by including new challenges: climate change, increasing number of refugees and internally displaced persons, and violent extremism. It calls also for to take into consideration the specific impact of conflict and post-conflict environments on women's and girls' security, mobility, education, economic activity and opportunities.

The implementation of the resolution 1325 "Women, Peace and Security" is progressing in Romania. However, we consider that we are still in an early stage of this complex process.

The implementations relied so far especially on the efforts of the Ministry of National Defence and the Ministry of Internal Affairs, as main contributors to the UN field operations.

The Ministry of National Defence appointed in 2014 a departmental focal point and prepared a Plan of Action. The Ministry of Internal Affairs included in its UN field operations a significant number of policewomen, in accordance with the provisions of the resolution 1325.

On this basis, Romania presented national contributions to the UN Secretariat about the implementation of the resolution at national level, in 2014, for the preparation of the Global Study initiated by the UN Secretary General, as well as in 2016, for the preparation of the report of UN Secretary General.

In a broader context and in the spirit of an increased role of women in the society, I am pleased to inform you that Romania has achieved important progress in promoting women in governmental structures and administration. The Government of Romania counts currently with eight ladies ministers (out of 21 ministers). Women are preponderant in health and education sectors. They are also preponderant in the diplomatic service and more than 20 ambassadors of my country are women.

A representative of the Ministry of National Defence participated in the first meeting of the Focal Points for Women, Peace and Security held in New York, in the margins of the UN General Assembly, on 23 September 2016. Similarly, the Ministry of National Defence designated its expert on gender and 1325 resolution to participate in the first meeting of the Global Network of focal points held in Alicante, Spain, on 26-27 April 2017.

Both meetings – initiated by Spain - were an invaluable opportunity to find out the results of other UN member State in the implementation of this resolution and to learn about best practices and experiences of our partners.

I wish you a successful outcome of this Conference that will be beneficial for all the participants and for our region.

Thank you for your attention.

Conference highlights

The Conference ran for two full days, in a creative and genuine interactive manner.

The first day was dedicated to an analysis exercise that used the “International café” as the method of choice for examining the challenges women face in career development when trying to reach their potential. The participants were split into three groups (*Red table*, *Yellow table* and *Blue table*), each group looking at the same theme from a different perspective. At the end of the day, the result consisted in a comprehensive approach aiming at increasing awareness of societal beliefs and expectations from women in their pursuit of a successful career.

During the second day, four different topics with relevance from a theoretical standpoint in career development (Overcoming stereotypes, Recruitment and encouragement in pursuing the military career, Leadership challenges, GENAD relevance) were addressed by using the “Carousel” analysis technique. The participants were separated in four groups (*Water table*, *Air table*, *Earth table* and *Fire table*). By the end of the day, each group had created a unique presentation which was delivered by using one of the four visual arts proposed (drawing, painting, movie or photography collage).

The findings and creations of the working-groups were not subject to interpretation by the conference organizers, instead, the participants were invited to draw their own conclusion and utilize it as they considered best in their endeavour of identifying and seizing new opportunities for advancement.

We had fun, exchanged marvellous cultural gifts, went on a beautiful trip and created a strong network, professional and of friendship.

THE RED TABLE



CARRER ADVANCEMENT FOR WOMEN – CHALLENGES AND DIFFICULTIES

What tools are available or should be developed for growing Female Leaders?

Facilitator/reporter: LTC Corina ISPAS

Tools available

- Legislation (a)
 - Internal criteria (discriminating: e.g. CT, OC) (s)
- Leader vs manager (x)
- Advertising (HR) Public and internal (a)

- Job profile specifies law gender equality (a)
- Recruitment and selection process ((a) to be improved)
- Flexible working tools (should be) + (a)
 - Operational field
- Equal educational opportunities (a)
- Female image projection in the collective mind
- Female versus family
- Training (a) change the mind set of individuals
- Leadership – harder to achieve for women (stereotype)
- Mentorship programs for growing women leader (s)
- Positive discrimination (should take) but only on short term
- Women presence at round – tables ((a) – promote but strengthen) / board
- Building trust in leading skills (s)
- Create institutions to encourage family and leaders status (s)
- Parental leave versus rank advancement (s)

Findings

Available (a)	Should be (s)
- legislation - internal criteria are sometimes discriminators (CT, OC, etc)	- mentorship program for further leaders
- advertising of positions/posts (internal and public)	- increase women presence at decision – makers roundtables/ boards
- job profile specifications (law gender equality)	- create institutions to encourage family and leader status
- recruitment and selection process (needs to improve)	- law - parental leave vs work - experience vs rank seniority
- flexible working hours	- building trust in leading skills
- equal educational opportunities	
- fighting stereotypes (female – family; leader – manager)	
- training	

THE YELLOW TABLE



CAREER ADVANCEMENT FOR WOMEN – CHALLENGES AND DIFFICULTIES

How important is family support?

Facilitator/reporter – LTC Cosmin SALA

- The higher the position the greater the effort a female leader should invest (energy, time) – a greater support from their families.
- Perspectives:
 - Peace time positions;
 - International missions / posts.
- Family support / institutional support
- Key - leaders educational (involvement about equal opportunities
- Balancing family duties with work related duties
- Child care facilities near / in the barracks
- Special training for young women
- Facilitating co-location
- Special programs for parents

THE BLUE TABLE



CAREER ADVANCEMENT FOR WOMEN – CHALLENGES AND DIFFICULTIES

Does a single mother status require preferential treatment?

Facilitator/reporter - MAJ Alina TODERICĂ

Conclusions

- Define the status of single parents
- Create a legal framework to define the concept of “single parent”
- Moral issues related to deployments (especially in war zones)

- Define legal support for single parents
- Financial support for single parents and child care systems
- Social and cultural issues interfering with single parent
- Balancing career advancement with family life (children's well-being)
- Equal chances for all positions and proper training
- Career management
- Commander's support and fairness
- Measures to be taken in order to encourage women to join the military
- Single parents / Women in the battlefields: challenges!

THE WATER TABLE



OVERCOMING STEREOTYPES

- 1. *Can stereotypes be fought against?*
- 2. *If yes, how?*
- 3. *If not, what the alternatives are?*

Facilitator/reporter - LTC Corina ISPAS

G 1. Yes

1. Women can't be leaders/have leading positions.
2. female leader = ice queen, single lonely, masculine, emotional, angry
3. Military women are worse at jobs that imply physical effort (artillery, s.o)

4. Military women are good in administrative sectors.

- find the origin of the stereotype
- positive example
- build in legal framework
- education in military standards

G 2. Yes!

1. raise awareness
2. have good role-models and successful stories
3. share experience
4. legal framework to fight against stereotypes (laws, policies)
5. political will & support inter-ministerial good practice

G 3. Yes

1. sharing (MoD, MIA, Parliament, politics) at national & global level -> WOMAN EMPOWERMENT
2. TIME! & PATIENCE & PURSUE IN YOUR ATTEMPT
3. change the global mentality (nationwide) -> change the st. in the mil.
4. working hard to prove wrong
5. rise awareness (seminars, conferences)

G 4. Yes

1. go public, role-models, successful studies, interactive meetings at all levels
2. educated train as early as possible
3. ALLOW TIME TO CHANGE (STEP BY STEP)
4. encourage communication at all levels & segments/proposal reg. professional; & social activities
5. be opened to new trends & embrace change
6. set a legal-framework (internal, institutional, national)

THE AIR TABLE



RECRUITMENT AND ENCOURAGEMENT IN PURSUING THE MILITARY CAREER

Facilitator/reporter – LTC Cosmin SALA

- 1. *Is the defence and security sector attractive for women?*
- 2. *Why?*
- 3. *What can make it more attractive?*

G 1

Yes

- Is attractive but difficult to access
- Challenging
- Training that is offered
- Skills that are gained

No

- Lack of communications
- Lack of visibility

How?

- Admission sport tests (PT)
- Especially tailored advertisements.

G 2

Yes

- Stability
- Wages
- Career
- Adventure
- The military values
- The military well established
- The military rules
- The uniform
- The general view on the Armed Forces

How?

- Promoting successful careers
- Providing access to different social facilities (sports, shops, child care, schools, camps) inside or in the vicinity of the base
- Flexible working hours.

G 3

Yes

- Challenging
- Health services
- Special training
- Adventure
- Career

- Stability
- Fairness and transparency.

How?

- Advertise the advantages
- Equal opportunities
- Impartiality
- Transparency
- Presenting studies of women participating in international missions
- Presenting the adventure that could be experienced.

G 4

Yes

- Stability
- Social prestige
- Challenging
- Free and quality education
- Succeeding in a domain traditionally chosen by males.

No

- Lack of communications and visibility
- Religious and cultural issues.

How?

- Feminine models
- Different channels
- More transparency
- Flexibility (mobility, made the changes in order to be able to advertise properly all the advantages.)

EARTH TABLE



LEADERCHIP CHALLENGES

- **1. Are the specific leadership challenges for women in the defence sector?**
- **2. If yes, name it and possible ways to deal with them**
- **3 If no, what are the reasons for the very few female leaders?**

Facilitator/reporter - MAJ Alina TODERICĂ

G 1

- Challenges related to the perceived specificity of military environment;
- Finding the right balance between career advancement and family life;
- More work needed to overcome stereotypes.

G 2

- Under-representation at the decision table;
- Building trust within teams is more difficult (team cohesion - more demanding)
- Harsher criticism if the women fail
- Fewer opportunities for women to become leaders
- Lack of confidence in leadership skills
- Lack of support.
- Going recognition and respect is more difficult for women.
- Tough strong personality.

G 3

- Fewer changes for women to become leaders due to stereotypes of the selection process;
- Specific challenges of military operations;
- The need for social programs in order to help women cope with family issues;
- More flexibility.

G 4

- Raising awareness in order to overcome stereotypes and cultural aspects;
- Education and training
- Fairness
- Equal chances
- Building trust in leadership skills
- Specific training for each level of leadership;
- Specific training tailored for women in leadership positions.

THE FIRE TABLE



“GENAD Relevance”

- 1. What does it mean in practice?
- 2. What skills it requires?
- 3. Which are they?

Facilitator/reporter - Ms. Andreea VARTOLOMEI

1. GENAD Functions

- Advising to Commander/Personnel on Gender Issues
(UNSCR 1325 ord. Gender Equality)
- Develop Gender Annex to OPLAN procedures, education
+ learning
- Consulting to service men and women
- Listen to HQ and Community

- two GENADS - one for each gender
- strategic & operational levels
- full-time job
- NATO Bi-St. Directive 40 -1/2-017
- trying to solve the gender problems
- gender advisor has to be in the decision-making level

2. GENAD Skills

- Advising/Counseling
- Communication
- Human Resources/Personnel section background & legal
- Social Skills & Open-minded person - analytic skills
- Diplomacy
- Training course in gender issues!
- Up to date technology!/legislation
- Empathy
- International cooperation; international & regional organizations (best practices / transfer / exchange of expertise)
 - To define the legal framework (procedures)
 - To be a problem-solver / solution – oriented
 - Adequate military background IOT inspire trust

3. GENAD could be:

- liaison to community
- advising the commander
- consulting service men-women

***“Gender is an important focus of NATO’s cooperation
with other international organisations –
in particular the United Nations – and civil society”***

*Closing remarks by SIMONA COJOCARU,
director within the Romanian Ministry of National Defence*

Ladies and gentlemen,

It is a pleasure for me to be here and a great honour to have the opportunity to address such a distinguished audience on an extremely important topic: the gender mainstreaming in security and defence leadership.

First of all, I would like to thank all of you for being here, for contributing to this Conference and to the general effort on offering the same opportunities for both men and women in achieving a military or public service career in security and defence sector.

The Conference we conclude today is a reflection of the interest and importance the Romania authorities attach to this topic. In this vein, it is worth emphasizing our commitment to implementing the UN Security Council Resolution 1325/2000 regarding Women, Peace and Security.

Despite the modernization and the development of today societies all over the world, we, women, still face different challenges when it comes to reaching a higher position, especially in the army or police that are considered male-dedicated organization, sometimes it still seems that there is work to be done in ensuring a level playing field for men and women alike. I am especially referring to women that live in underdeveloped countries and in conflict areas. There we need to work harder in order to enhance women’s participation in both preventing armed conflict and in peacebuilding, as well as in the protection of other women and girls that are caught in conflicts.



I strongly believe that in order for both, women's and men's needs and priorities to be addressed adequately within the security and defence sector, both need to be involved and represented in leadership positions, in developing policies in this field, as well as in their implementation.

NATO and its partners are committed to removing barriers for women's participation in the prevention, management and resolution of conflicts and in peace-building, and to reducing the risk of conflict-related and gender-based violence and launched in 2007 a specific policy to support implementation of UNSCR 1325.

Gender is an important focus of NATO's cooperation with other international organisations – in particular the United Nations – and civil society and is also taking action within its own organisation and structures to promote gender equality and the participation of women.

In time, we all, men and women, have realized the fragility of this concept that requires a profound understanding and an intelligent and fast approach from us and I am convinced that we should work closely together and facilitate gender cooperation so that the military organization may progress and offer career development opportunities both to men and women.

I have learned that the discussions were challenging and inspiring, and generated creative solutions and new approaches on how to better understand the challenges women face, to understand their role and their abilities to participate and contribute in implementing peace. Even from the first ideas of organizing this conference, we envisaged it to be an opportunity for open dialog and discussions and not for judging and labelling.

It is my opinion that we should take actions to transform these ideas in national policies to be implemented within institutions and organizations, as the best way in creating a feasible and long lasting strategy, a way of thinking and an approach that can educate future generation in being equal and work in harmony for the wellbeing of our society.

Once again, thank you all,

Hope you had a good experience and that you take some of findings to you countries and implement them successfully.

Military career and the need for femininity

written by Cornelia Mihăilă/

Article published in the Romanian weekly "Military Observer"

The Ministry of National Defense hosted in Bucharest, from 13th June 2017 to 14th June 2017, an international conference named ***"The Gender Mainstreaming in Security and Defense Leadership – a comprehensive approach"***, referring to women's career prospects in the field of security and defense. Military career and the need for femininity in a male-specific field, such as military, women who have chosen this career and have excelled in various fields and have inevitably taken up leadership positions have had a strong social impact over the years. They have crossed the barriers of a mentality and continue to do so today.

For these women, devoted to their country first of all, there is still little talk about. They have marked history and continue to do so up to this day. The Romanian Army, as well as other armies of the world, has general women, but it also has young fighters who amaze with the professionalism with which they fulfill their missions. It is a good reason for the woman to be encouraged to enter a career such as the military one. Especially since there are areas in the army that need femininity. In their support, at the level of the cabinet of the Minister of National Defense, there is even a gender adviser.

For two days, at the National Military Club Palace, representatives of the Armed Forces of Moldova, Italy, Georgia, Albania, Turkey, Former Yugoslavian Republic of Macedonia, Greece, Slovenia, Bosnia and Herzegovina and, implicitly, Romania, held talks on promoting women in the military career. On behalf of Romania, as a particularly active participant, including gender advisors and other structures of the

national defense system, public order and national security, such as the Ministry of Internal Affairs, the Protection and Guard Service and the Romanian Intelligence Service, joined as a very active participant. International Conference Dissemination of gender issues among leadership in the field of security and defense was conducted under the aegis of the Southeast European Defense Ministers Meeting (SEDM), and Romania organized it as the leading nation during 2017 of the Female Leaders in Security and Defense Project. Georgia will follow in 2018.



The international conference in Bucharest was attended by not only women, but also men. *The Fleet Rear Admiral Tiberiu Frățilă*, head of the Personnel Division and Mobilization of the General Staff, was one of the participants: "I think it is the first time that the Ministry of National Defense organizes such a gender conference. It's a current issue with defense. Considering that in the last 20 years the army has opened its doors to women to join both the national military colleges and academies of the force categories. 17% of the staff of the Ministry of National Defense is female. Of course the legislative part needs to be updated to meet the needs, as well as internal rules".

An example of woman who chose the military career and got our attention, we met shortly before the State Department of the United States of America, which, through the US Embassy in Bucharest, gave a distinction for courage to young *captain Alina Țucă*. I met her among the participants at the conference: "The motivation for the distinction we have been honored was precisely the representation of the image of the leading woman who demonstrates her qualities of indomitable defense. I was the first Romanian military woman in



Congo. Obviously, the mission in Congo was a challenge, first of all to prove to me that I can”. One of Captain Țucă’s personal priorities is the founding of a family and, of course, being blessed with the privilege of becoming a mother. Is there a balance, a career hindrance? “The family nevertheless should not be considered as a balance, on the contrary. It is the one that provides the energy that motivates you and offers you with that inner balance to meet the challenges

professionally”. And concludes: “This conference is very topical, for the first time in Romania, and will have a win not only on a professional but also a social level”.

Of the same participants, the **brigadier general Sheba Manushaque** of the Albanian Armed Forces, a beautiful woman who wears her military outfit with elegance, shares with us briefly: “10 years ago I came to the NATO family when my country was invited to become a member of the Alliance. And now I’m a gender adviser. I’m the first general woman in my country. I have 33 years of army, graduate of military academy and financial specialist. I participated in external missions in Iraq, for example, in 2007. I am married and have two children. And I can say with certainty that my family has been a great career support. My children consider me an example and I hope they are always proud of me. Albania’s defense minister is a woman, Mimi Kodheli. She very much supports the women in our army”.

That is why we gathered together, to exchange ideas and types of projects, explains **expert Daniela Roman**, from the International Defense Cooperation Directorate, organizing the event: “What we want to highlight, as an organizing country, is that this concept, of a gender adviser, is important. It should not necessarily be a woman,

but a man, and even a structure, of which both men and women are to belong. It is time to find a balance on the subject. We all learn. We learn together”.

Gender issues in Romania and in the SEDM states are underpinning the implementation of UN Resolution 1325, entitled Women, Peace and Security. The resolution encourages women’s presence in the field of security and defense by increasing the number of participants in missions in theaters of operations, by increasing the number of women leaders in key positions and, last but not least, by debating this gender issue towards encouraging a more active female presence in this eminent field of men.



This brochure was created to bring the results of our work together, as part of the conference “*The Gender Mainstreaming in Security and Defense Leadership – a comprehensive approach*”.